

## COMPENSATION QUESTIONNAIRE

### I. Compensation System

What is compensation approach? (How organization manages and why)

A. Hire at, above, or below market salary rates, recruitment bonuses used?

1. Entry vs. senior level hires

B. Geographic vs. national pay schedules and why

C. What are special compensation programs for supervisors and non-managerial staff?

D. Pay adjustments - Based on market, profitability or ?.

1. Increase or Salary Management?

2. Frequency

3. Merit increase distributions (common date or Anniversary exceptions or mid-years) based on individuals performance.

4. Amount of increase tied to performance?

5. Can non-supervisory pay equal or exceed executive pay? (dual ladder - have it; your views)

6. Lead, lead/lag or lag; market target at X%  $\pm$  market?
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- E. How important is uniformity of pay across different business lines and organizations?
    1. Uniformity
    2. Flexibility
    3. Problems/Issues
  - F. Roughly what portion of total compensation is bonuses or other forms of at risk pay?
  - G. What is purpose of putting pay at risk?
  - H. Who can make exception to your start salary rules? What can they change?
    1. National office only? (What can they waive?)
    2. Division VP?
    3. Manager/Supervisor?
  - I. Added Compensation for passing clearance (lifestyle restrictions - can't publish, etc.)
  - J. Premium pay (overtime, hazardous duty pay) for professional
    1. Do you have it?

2. Who is eligible and under what circumstances?

K. What do you disclosure about your pay system to employees?

1. Classification description
2. Rate ranges
3. Policies/Procedures
4. Individual pay rates
5. Other

## II. Recruiting Approach

What do you sell to recruit staff?

2 rankings

New Graduates

Experienced

- A. Salary
- B. Benefits including deferred compensation
- C. Career with firm
- D. Opportunity to work with latest technology
- E. Importance of projects, to?
- F. Profit sharing
- G. Prerequisites (work environment)
- H. Ability to work with first class organization (yours)

- a. best minds
- b. at cutting edge, or
- c. ?

- I. New Grad training program?
- J. Any other thoughts/concepts

**III. Special Recruiting - New PhD or experienced?**

What would you do to attract a world class talent (Phd in Mathematics, MIT)?

(Exception not pipeline talent)

A. Would you make exception to your normal classification/compensation rules?

B. If so, on what basis?

1. Work environment
2. How much flexibility to keep a hook in them?
3. Conflict of interest issues? Competition?

C. How do you pay top people?

1. Pros/Cons or problems in your system

#### **IV. Workforce Concept**

What kind of workforce concept are you operating under?

- A. Lifetime career, no layoff?
- B. Only for duration of project
- C. Hire cutting edge recruits from school; edge out with slow raises after a few years, or?
- D. Fully experienced, proven talent from other organizations?
- E. Government/Military as a source
- F. Revitalization of burned-out people? If so what, what conditions?

**V. Employee Mobility**

Do you move your professional staff? What levels? (e.g. Management only? Technical)?

- A. What problems, if any, are you having?
- B. What solutions are you using that work best?
- C. How do you keep transferees whole?
  - 1. Family
  - 2. spouse
  - 3. second wage earner
  - 4. Schools
  - 5. Other
  - 6. Additional Services

**VI. General Support**

Do you have:

- A. Second career support - Outplacement activity/consultant
- B. Do you rely on short term "borrowing" of staff from research organizations/universities, etc. (conditions 18-24 months; person goes back to prior job) - Conflict-of-interest, Sabbatical.
- C. Flexible Benefits (Upper mid-level to below Officer

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